The Commonwealth of Massachusetts

BOARD OF CONCILIATION AND ARBITRATION

ANNUAL REPORT 1988

Michael S. Dukakis
Governor

Diane Zaar Cochran
Chairman

THE COMMONWEALTH OF MASSACHUSETTS

BOARD OF CONCILIATION AND ARBITRATION

ONE HUNDRED AND SECOND ANNUAL REPORT

JULY 1, 1987 - JUNE 30, 1988

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TABLE OF CONTENTS.....PAGE

I. THE BOARD TODAY

The Board of Conciliation and Arbitration, an independent agency housed within the Executive Office of Labor, is the oldest state labor arbitration agency in the country. The Board is a nationally recognized leader and innovator in maintaining labor peace in a manner consistent with collective bargaining rights and productivity in the workplace.

Chapter 23C of the Massachusetts General Laws establishes the Board's mission:

> §1. Declaration of Policy
>
> It is hereby declared to be the public policy of this state that the best interests of the people of the state are served by the prevention or prompt settlement of labor disputes; and it shall be the responsibility and objective of the board of conciliation and arbitration to take such steps as will most effectively and expeditiously encourage the parties to a labor dispute to agree on the terms of a settlement or to agree on the method and procedure which shall be used to resolve a dispute.

The Board's long term goals reflect this mission. The goals include: ensuring the quality and effectiveness of impasse resolution services; improving the timeliness of Board grievance arbitration decisions; increasing public awareness of agency services; and developing and implementing an automated case management and information system.

Hundreds of labor unions and employers have sought Board assistance during the past year. The primary services offered by the Board include:

(1) Interest Mediation: mediation of disputes arising out of contract negotiations.

(2) Grievance Mediation: mediation of grievances prior to grievance arbitration, whether at the Board (Board Grievance Mediation) or elsewhere (Outside Grievance Mediation).

(3) Grievance Arbitration: the final and binding hearing and decision on disputes that arise under collective bargaining agreements.

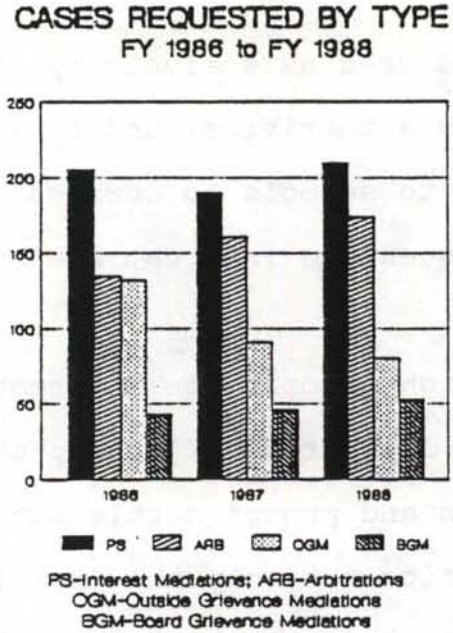
(4) Preventive Mediation: conciliation of potentially disruptive labor relations situations.

(5) Unfair Labor Practice Mediation: mediation of cases referred by the Labor Relations Commission.

(6) Community Education: educational outreach through participation in labor relations education programs, Board-sponsored programs for labor and management, and public speaking engagements before the general public.

II. BOARD SERVICES

The Board has made progress on its goal of computerizing the case management and information systems. We can now provide clearer information on Board activities. Four different components of the Board's many activities are most susceptible to a statistical analysis: Interest Mediation, Arbitration, Board Grievance Mediation, and Outside Grievance Mediation. The following chart illustrates the volume of these different activities over the past three fiscal years.



While interest mediation statistics have been stable, there has been a major increase in arbitration requests, a small increase in board grievance mediations, and a decrease in outside grievance mediations. More specific information on these activities is provided in the sections that follow.

A. Interest Mediation

The Board provides professional mediators to assist employers and labor unions, in both the public and private sectors, in resolving disputes arising out of contract negotiations. Interest mediation accounts for almost half of the requests for Board services. Under Section 9 of the Massachusetts public sector collective bargaining law, Chapter 150E, the Board is responsible for mediating all public sector labor contract disputes, except for municipal police and fire fighter disputes. The Board's responsibility under Section 9 extends beyond mediation, if necessary, to fact-finding or voluntary arbitration.

Interest mediation is used extensively by state, county, and municipal governments and authorities; and in all types of work settings, from hospitals to schools to correctional facilities. A list of those parties requesting interest mediation is contained in Appendix A.

The Board places a high priority on interest mediation because of the potential for the disruption of public services or commerce. The prevention and prompt settlement of collective bargaining disputes benefits not only the immediate parties--the employers, unions, and employees--but also the local communities, the general public, and the Commonwealth itself. These services are a form of local aid. Obtaining these services from private mediators would result in great costs to the public; but the state provides these services to the local communities at no cost.

Private sector labor disputes can also have a significant impact on the Massachusetts economy. If a substantial public interest is involved, the Board will provide mediation services when requested. Seven major private sector cases were resolved with Board assistance during the past year. The most serious of these disputes involved a strike by the Boston school bus drivers union. Through extensive mediation, the Board mediator assisted the parties in settling their dispute, thereby ending the strike and restoring school transportation for Boston's school children. The settlement included a Board-administered voluntary arbitration mechanism.

The chart below shows that 97% of the 197 public sector contract disputes resolved this year were resolved in mediation,

and only 3% were resolved in the next step of the legal impasse process, fact-finding. Of 293 cases open during the fiscal year, 95 were carried over to Fiscal Year 1989. Sixty-three of those cases had been filed in the last 2 months of Fiscal Year 1988, and 7 had been referred to third parties, either fact-finding or arbitration. Of the 89 cases still being mediated, 32 completed the mediation process in the first 3 months of Fiscal Year 1989.

PUBLIC SECTOR INTEREST MEDIATION REQUESTS

	FY 1988	FY 1987	FY 1986
Total Disputes Received in	210	190	207
Settled Same Fiscal Year	121	110	122
Settled in Mediation	119	109	121
Settled by Fact-Finder	2	1	1
Open at End of Same Year	89	80	85
(Received last 2 months)	63	54	60
In Arbitration		1	
In Fact-Finding	4	6	7
In Mediation	85	73	78
Prior Year Case Settled in Current Fiscal Year	73	82	78
Settled in Mediation	71	76	78
Settled by Fact-Finder	2	6	
Prior Year Case Open at End of Current Fiscal Year	7	3	1
In Arbitration	1		
In Fact-Finding	2		
In Mediation	4	3	1
Two Year Old Cases Settled in Current Fiscal Year	3		
Settled in Mediation	1		
Settled in Fact-Finding	2		
Total Disputes Resolved in Current Fiscal Year	197	192	200

The Board can measure the length of time taken to resolve disputes with which it is involved. The table below lists the

time taken to settle cases during this fiscal year for cases in which a Board mediator met at least once with the parties, according to the year in which the initial petition was filed:

Year of Petition	Number of Cases	Percent of Settled Cases	Average Time Taken
1986	3	1.7%	15.5 months
1987	68	38.6%	5.5 months
1988	105	59.7%	2.6 months
Totals	176	100.0%	3.9 months

The impasse procedures of the public sector collective bargaining law allow parties the option of utilizing a mediator from the Board's own professional staff or choosing a private mediator. The Board is proud of the fact that very few employers and unions have elected to choose their own private mediator. Out of 210 petitions filed during this fiscal year, only in three instances did the parties elect to hire their own private mediator. In one of those cases, the parties eventually requested the Board to assign a state mediator when the private mediator was unable to resolve the dispute. This statistic reflects the professional esteem with which the Board's mediators are held within the labor relations community.

The results of a Board-sponsored client satisfaction survey this past year are equally impressive. Out of 35 responses to the anonymous survey regarding this service, all but 2 were "satisfied" or "very satisfied" with the mediation process provided by the Board. Twenty-five respondents were "very satisfied" with the mediator's effectiveness, and 28 respondents felt that the mediator's presence was "very useful." Some of the

specific comments from the Board's clients are listed below:

> "The mediator in this case was most persuasive in convincing both parties that the prudent course of action was to modify their positions and in helping to frame the ultimate settlement in such a way that it appeared as if the parties accomplished it themselves."
>
> "In any case that your assistance was needed, the professional way your employees carried out their appointment was a strong factor in resolving the problem."
>
> "My experiences this year have produced settlements which in large part are linked to a successful mediation process with skilled, professional mediators. Your agency can take pride in its handling of the strike situations and the mediators who worked so diligently to see a settlement reached."
>
> "The employer's committee was apprehensive about being in mediation but the mediator's skill and interest in having an agreement reached was instrumental in a very good settlement."
>
> "Over the past 5 to 6 years, mediation service has improved greatly."
>
> "In this instance, the mediator was the <u>only</u> reason we were able to reach a settlement."
>
> "The contract would not have been settled without the assistance of an outstanding mediator."

B. GRIEVANCE ARBITRATION

Many collective bargaining agreements name the Board as the chosen forum for the final and binding resolution of grievance disputes--grievance arbitration. After voluntary petition by the parties, Board arbitrators hold evidentiary hearings and take arguments in disputes involving the interpretation of collective bargaining agreements. The arbitrator then issues a decision containing an award which is final and binding upon the parties.

Grievance arbitration is utilized by a statewide constituency of management and union labor relations representatives for a variety of entities in the Commonwealth, including state government, hospitals, fish packing and produce companies, municipal departments of public works, police departments, fire departments, school systems, counties, manufacturers, and trucking firms, among many others. (See Appendix B.)

This year, for the first time in many years, public sector disputes comprised a majority of grievance arbitration requests. Local communities often cite the low cost of Board arbitration as a reason for preferring this forum to private arbitration. This has been especially true in a year when local communities have begun to experience increased budgetary constraints. This is one of the ways in which the activities of the Board serve as a form of local aid.

Many of the grievances cited in petitions for Board arbitration are settled before reaching the hearing stage. Disputes may be settled without a hearing if: parties have second thoughts and unilaterally withdraw the petition; parties meet informally and reach an agreement; or parties meet with a Board mediator and settle the issue in grievance mediation. The Board is strongly committed to grievance mediation because of its positive impact on the relationship between labor and management. Therefore, Board mediators strive to resolve potential arbitrations through this mechanism.

The Board resolved a total of 141 grievances in Fiscal Year 1988. Of these, 95 were filed in Fiscal Year 1988, 65 in Fiscal

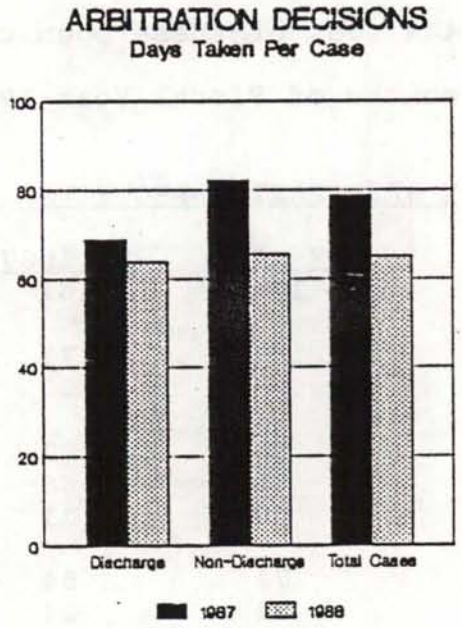
Year 1987, 6 in Fiscal Year 1986, and 5 in Fiscal Year 1985. The number of cases resolved without a hearing increased slightly to 66%, up from 64% in Fiscal Year 1987. Forty-nine percent (39) of the open Fiscal Year 1988 arbitrations were filed during the last two months of Fiscal Year 1988. Of the open Fiscal Year 1988 arbitrations, 6% (5) had been heard and were awaiting the issuance of awards, while 44% (35) of these open cases were resolved in the first two months of Fiscal Year 1989.

GRIEVANCE ARBITRATION REQUESTS

Arbitrations Received in	FY 1988	FY 1987	FY 1986
	174	161	135
Public Sector	101	71	61
Private Sector	73	90	74
Resolved Same Fiscal Year	95	87	76
Settled	75	66	61
Awards Issued	20	21	15
Resolved from Prior Years	72	54	65
Settled	34	24	26
Awards Issued	38	30	39
Total Resolved This Year	167	141	141
Settled	109	90	87
Awards Issued	58	51	54
Arbitrations Open at End of Fiscal Year	79	74	59
Prior Fiscal Year Open at End of This Fiscal Year	9	6	6

An important long term objective of the agency has been to improve the timeliness of the issuance of arbitration decisions. Our goal for Fiscal Year 1988 was to issue decisions in discharge cases within 60 days of the closing of the case, and within 90 days in non-discharge cases. We have had significant improvement

in this area. For decisions issued where the record closed this year, the average time taken to issue an award in a discharge case was 63.8 days. The average for all non-discharge cases was 65.5 days. The overall average for all cases this year was 65 days, which is down from 79 in Fiscal Year 1987.



C. GRIEVANCE MEDIATION

Grievance mediation has been a major addition to the Board's activities over the past few years. The Board has been a national pioneer in grievance mediation, which leads professional labor relations organizations to make many requests for Board presentations on the topic. Further, our success in this area has led other states to follow our lead and initiate their own grievance mediation programs.

Grievance mediation is offered to all parties appearing for Board grievance arbitrations. In most cases, it is conducted on the day that the arbitration hearing itself is scheduled.

However, where records show an above average number of petitions for grievance arbitration in a particular worksite, the Board offers on-site mediation prior to the scheduled hearing. Staff members never serve as both mediator and arbitrator of the same dispute, and the mediator is prohibited from discussing the grievance in the interest of preserving confidentiality.

BOARD GRIEVANCE MEDIATION REQUESTS

	FY 1988	FY 1987	FY 1986
Total Disputes Received in	53	46	43
Settled	31	21	26
Referred to Arbitration	22	22	14
Resolved Prior to Mediation		1	2
Settled as Percent of Total	58%	46%	60%

The Board also mediates grievances for parties who use other forums for arbitration. For instance, some collective bargaining agreements require that private arbitrators be chosen from specific panels such as the American Arbitration Association. Without delaying the scheduling of the arbitration, the parties sometimes jointly request Board mediation. Better long-term relationships have grown out of this mediation program, enabling more settlements and thus less need for both mediation and arbitration.

The Board's astounding 91% success rate (an average of 94% over the last three years) is the best in the nation. Because some of the mediators who specialize in these outside grievance mediations suffered serious illnesses during the past year, the

numbers of outside grievance mediation cases has declined. However, within the first few months of Fiscal Year 1989 the number of these cases filed has already equalled the total number of cases filed for all of Fiscal Year 1988.

OUTSIDE GRIEVANCE MEDIATION REQUESTS

	FY 1988	FY 1987	FY 1986
Total Disputes Received in	80	91	132
Disputes Settled	67	85	126
Referred to Arbitration	2	4	4
Settled Prior to Mediation	5	1	2
Open	6		
Settled as Percent of Total Closed Cases	91%	93%	95%

TOTAL GRIEVANCE MEDIATION REQUESTS OF BOTH TYPES

	FY 1988	FY 1987	FY 1986
Total Disputes Received in	133	137	175
Disputes Settled	98	106	152
Settled as Percent of Closed Cases	77%	77%	83%

D. COMMUNITY EDUCATION

In spite of a reduction in resources and an increase in public sector strike activity in the past year, Nancy Peace, asEducation Officer for the Board, was able to present two major workshops on grievance mediation for the labor relations community. She presented one in Springfield; it served to introduce more of the western Massachusetts labor relations community to grievance mediation, the Board itself, and the new Springfield office. Southeastern Massachusetts University in

Dartmouth hosted the second workshop. It introduced labor relations professionals from the southeast part of the state to the Board's grievance mediation activities.

Other educational activities included staff members speaking before these organizations:

* Society of Federal Labor Relations Professionals, presentation entitled "Why Grievance Mediation Works"
* Massachusetts Bar Association Professional Education Program, presentation on the Misco decision
* American Arbitration Association's Arbitration Day in New York City, presentation entitled "Negotiation through the Eyes of the Mediators"
* Boston Bar Association Public Sector Labor Law Conference
* AFL-CIO Meany-Gompers-Murray Educational Conference
* New England Consortium of Labor Relations Agencies
* Association of Labor Relations Agencies, presentations on "Grievance Mediation" and "Drafting Arbitration Decisions"
* Society of Professionals in Dispute Resolution
* Massachusetts Library Association
* Simmons College, guest lecture on collective bargaining
* Boston College Law School, mock arbitration
* Massachusetts League of Women Voters

In addition, Diane Zaar Cochran completed a term as Vice President for Mediation and Arbitration of the Association of Labor Relations Agencies, and became the First Vice President of that organization, which is comprised of all labor relations agencies in the United States and Canada. Ms. Cochran is also the Treasurer of the local Industrial Relations and Research Association chapter. Nancy Peace also edited the Proceedings of the 1987 ALRA National Conference, which included an article entitled "Drafting the Arbitration Decision" by Michael Ryan.

The Board was also fortunate this year to have the Executive Director of the Washington Public Employee Relations Board train Board staff on computerization of labor relations records.

III. BOARD STAFF

We are pleased to note the addition of Robert Canavan, Esq. and Mary Ellen Shea as Mediator/Arbitrators with the Board. Mr. Canavan was formerly associated with Murphy, Lemere, & Murphy and with the National Association of Government Employees prior to that. He replaced Marsha Hunter who is now an attorney with the Department of Labor and Industries. Ms. Shea was formerly a representative with the American Federation of Government Employees, and is a recent graduate in Public Administration from Harvard University.

The Board has also lost the services of Mediator George Fitzpatrick of Worcester who retired after ten years with the Board, having previously worked for twenty-five years with the Amalgamated Meatcutters Union. In light of his many years of experience in labor relations and the respect he earned from both management and labor representatives, he will be sorely missed by all, especially those in the Worcester area.

Research Coordinator Marilyn Hilliard moved on to the Bureau of State Buildings and has been replaced by Labor Relations Specialist Gerry McDonough, formerly with the Service Employees International Union. Sheila Faiella replaced Beverly Bradway as the Board's Administrative Assistant. The Board's clerical staff has returned to full strength with the addition of Maureen Haddad and Margaret Thompson.

Chairman: Diane Zaar Cochran

Vice Chairman: Michael C. Ryan

Mediator/Arbitrators:	Robert J. Canavan Sarah Kerr Garraty Elliot Klitzman Arnold M. Marrow Nancy E. Peace Mary Ellen Shea
Mediators:	Paul M. Connolly Walter J. Diehl John J. Mark
Specialist:	Gerry McDonough
Administrative Assistant:	Sheila Faiella
Office Staff:	Rose R. Christo, Supervisor Maureen E. Haddad Margaret Thompson

SPRINGFIELD OFFICE:

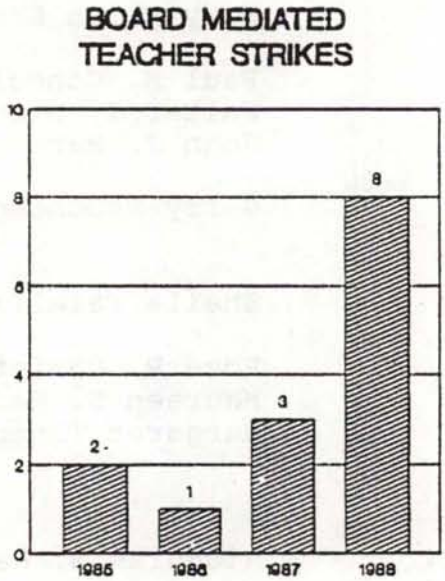
Mediator/Arbitrator:	Nicholas N. Marshall
Mediator:	James B. Leydon
Office Staff:	Brenda B. Bynum

IV. HIGHLIGHTS OF FISCAL YEAR 1988

The Board mediated the settlement of ten strikes this fiscal year, an unprecedented number. Eight involved school teachers (Revere, Seekonk, Norton, Medford, Lexington, Raynham, Hudson, and Sharon), one involved school custodians (City of Boston), and one involved school bus drivers (City of Boston). This is a major increase in strike mediation for the Board, especially among teacher groups as indicated by the next chart.

Strikes take a toll on the Board. The mediator assigned to the case will often have to postpone other cases and a settlement usually occurs after several marathon meetings. This can often result in an increase in workload for other mediators.

Nevertheless, the Board has an outstanding record of response to these difficult situations.



1985 to 1988

The strikes were only the most public evidence of the increased pressure in school teacher negotiations. There were dozens of other situations where strikes were averted only after lengthy, intense and frequent mediation sessions. In Chicopee, for example, a settlement was reached at the conclusion of a marathon session, only 30 minutes before a scheduled strike vote by the teacher association. In Beverly, a strike was scheduled to commence at 7:00 a.m. and a settlement was reached only three hours earlier.

Non-teacher bargaining often involved similar situations. The Chairman mediated negotiations between the Commonwealth and Unit 7, the state's professional health care bargaining unit, and a settlement was reached only after a twenty hour weekend session. The Board's resources were stretched to the limit this

year during this unusual period.

V. FUTURE DIRECTIONS

In many ways, the Board has never been in a stronger position than it is today. Our grievance mediation activities have placed the Board at the forefront of innovation in state labor mediation agencies. The increase in demand for grievance arbitration exemplifies the renewed confidence of the labor relations community in the independence and professionalism of the Board. The Board is proud of its contribution towards a productive and positive labor relations climate in the Commonwealth.

There are still many serious challenges facing the Board in the years to come. Almost all the Commonwealth's recently negotiated collective bargaining agreements, as well as those of the Mass. Water Resources Authority, now include provisions for the appeal of employee evaluations (EPRS) to arbitration with the Board. There is no way to predict how many of these appeals will reach arbitration, and, because the process has not yet reached this stage, there is no way to determine how time consuming they will be. The impact is expected to begin sometime in Fiscal Year 1989. While the utilization of the Board will certainly provide a cost effective means of resolving these disputes for the Commonwealth, there is no question but that they will have a serious impact on the already stretched resources of the Board.

The shrinking resources of the Commonwealth pose a challenge to all state agencies. The Board has been successful in the past few years in managing its resources in a cost efficient and

productive manner. It is important to recognize that the Board's contribution to labor peace is a factor in our state's economic productivity and growth. The Board's special contributions to local communities, counties, public agencies, and the state are activities that actually lower costs for these entities. Any reduction the Board's capacity to deal with these matters may have the effect of both stunting economic growth and shifting costs from one area of government to another. The Board is committed to doing its part to meeting these difficult challenges.

1988 INTEREST MEDIATION CASE LIST

EMPLOYER	UNION	BARGAINING UNIT	DS**
Abington	HLPE	Clerical	O
Abington	MLSA	Library	O
Acton	AFSCME	DPW	O
Amesbury	AFT	Nurse	O
Arlington	MTA	Clerical	S
Arlington	MTA	Supervisor	O
Athol-Royalston	MTA	Teacher	S
Auburn	SEIU	DPW	S
Ayer	AFSCME	Custodian	S
Ayer	AFSCME	Clerical	S
Barnstable	AFSCME	DPW	S
Barnstable	HHCE	Mixed	O
Barnstable	IBCO	Correction	O
Barnstable	MNA	RN	S
Barnstable	Teamsters	Airport	O
Belchertown	AFSCME	DPW	S
Belchertown	MTA	Teacher	S
Belmont	MTA	Aide	S
Belmont	MTA	Teacher	O
Beverly	MTA	Teacher	O
Beverly	MTA	Aide	O
Beverly Public Library	AFSCME	Library	O
Blue Hills	MTA	Teacher	O
Board of Regent	MTA	Faculty	F
Board of Regents	MTA	Faculty	O
Boston	AFSCME	Foreman	S
Boston	AFSCME	Correction	O
Boston	AFT	Nurse	F
Boston	GCIU	Mixed	O
Boston	GCIU	Library	O
Boston	GCIU	Craft	S
Boston	IBFO	Fire	S
Boston	Ind	Police	O
Boston	SEIU	LPN	S
Boston	SEIU	Clerical	O
Boston	SEIU	RN	S
Bourne	HLPE	Library	O
Bourne	MTA	Teacher	S
Burlington	Ind	Administrato	S
Cambridge	AFSCME	Inspector	S
Carver	MTA	Teacher	S
Central Berkshire	Ind.	Clerical	O
Central Berkshire	MTA	Administrato	O
Chelsea	AFT	Teacher	O
Chicopee	IBEW	Lightdept	S
Chicopee	MTA	Teacher	S
Danvers	AFSCME	Aide	S
Danvers	AFSCME	Cafeteria	O

** DS--DISPOSITION, S--SETTLED, F--FACTFINDING, O--OPEN **

1988 INTEREST MEDIATION CASE LIST

EMPLOYER	UNION	BARGAINING UNIT	DS**
Danvers	AFSCME	Secretary	F
Danvers	AFSCME	DPW	S
Danvers	AFSCME	Clerical	O
Danvers	AFSCME	Lightdept	S
Danvers	AFSCME	Maintenance	S
Danvers	MNA	RN	S
Dartmouth	MTA	Teacher	O
Dedham	AFSCME	Custodian	S
Dennis-Yarmouth	MTA	Teacher	O
Duxbury	AFSCME	Dispatcher	O
Duxbury	AFSCME	DPW	O
E. Bridgewater	MTA	Teacher	S
Easton	AFSCME	Clerical	S
Fall River	AFSCME	Custodian	S
Fall River	AFSCME	Cafeteria	S
Fall River	MTA	Teacher	S
Fall River	MTA	Aide	S
Falmouth	AFSCME	Clerical	O
Foxborough	H.L.P.E.	Library	S
Framingham	HLPE	Library	S
Franklin	MTA	Maintenance	S
Gloucester	AFSCME	Clerical	O
Gloucester	MTA	Cafeteria	O
Hancock	MTA	Teacher	O
Hanover	MTA	Teacher	O
Hanson	AFSCME	Clerical	S
Hanson	MTA	Aide	S
Harwich	MTA	Clerical	F
Haverhill	Teamsters	Engineer	S
Haverhill	Teamsters	Health	S
Haverhill	Teamsters	Engineer	S
Haverhill	Teamsters	Wasteplant	S
Haverhill	Teamsters	Water	S
Haverhill	Teamsters	Water	S
Holbrook	MTA	Teacher	S
Holyoke	AFSCME	Clerical	O
Holyoke Housing	AFSCME	Administrati	O
Hudson	AFSCME	Clerical	O
Hudson	MTA	Teacher	S
Hull	AFSCME	Clerical	O
Lawrence	AFT	Teachers	O
Leicester	MTA	Nurse	S
Leicester	SEIU	DPW	O
Leominster	AFSCME	Maintenance	O
Leominster	MTA	Aide	S
Lexington	MTA	Professional	S
Lunenburg	AFSCME	Custodian	S
Lynn	AFSCME	Clerical	S

** DS--DISPOSITION, S--SETTLED, F--FACTFINDING, O--OPEN **

1988 INTEREST MEDIATION CASE LIST

EMPLOYER	UNION	BARGAINING UNIT	DS**
MBTA	ATU	Maintenance	O
Malden	AFSCME	Mixed	S
Maquan	MTA	Teacher	S
Marion	AFSCME	DPW	S
Massachusetts	MNA	Health	S
Medford	MTA	Teacher	S
Medford	Teamsters	Maintenance	F
Medway	AFSCME	Custodian	S
Merrimac	AFSCME	Dispatcher	S
Middlesex	Teamsters	Police	O
Millis	MTA	Nurse	O
Mount Greylock	MTA	Aide	S
Mt. Greylock	MTA	Teacher	S
Nahant	MTA	Teacher	O
Needham	MTA	Teacher	S
Norfolk	AFSCME	Clerical	S
Norfolk	AFSCME	Maintenance	S
Norfolk	AFSCME	Engineer	S
North Andover	MTA	Custodian	S
North Attleboro	AFSCME	Clerical	S
North Attleborough	MFT	Mixed	O
NorthBridge	AFSCME	Maintenance	S
Northampton	AFSCME	Engineer	S
Northampton	IND	Custodian	O
Northampton	MTA	Administrato	S
Northampton	MTA	Library	S
Norton	AFSCME	Custodian	S
Norwell	Ind	Custodian	O
Old Rochester	MTA	Clerical	O
Orange	MTA	Teachers	S
Orange	MTA	Aides	O
Peabody	AFSCME	Mixed	O
Peabody, MA	AFSCME	Mixed	O
Pembroke	MTA	Teacher	S
Pioneer Valley	MTA	Teacher	S
Plymouth	AFSCME	Library	S
Plymouth	AFSCME	Traffic	S
Plymouth	AFSCME	Mixed	O
Plymouth	AFSCME	Cafeteria	O
Plymouth	AFSCME	Custodians	O
Plymouth	MTA	Clerical	O
Plymouth	NAGE	Administrati	S
Plymouth	NAGE	Clerical	S
Provincetown	AFSCME	Cafeteria	S
Provincetown	MTA	Teacher	O
Quincy	MTA	Teacher	S
Quincy	MTA	Nurse	S
Quincy	NAGE	Custodian	S

** DS--DISPOSITION, S--SETTLED, F--FACTFINDING, O--OPEN **

1988 INTEREST MEDIATION CASE LIST

EMPLOYER	UNION	BARGAINING UNIT	DS**
Quincy	SEIU	Aide	S
Quincy	SEIU	Clerical	S
Raynham	MTA	Teacher	S
Reading	MTA	Teacher	O
Rehoboth	AFSCME	Clerical	S
Rehoboth	AFSCME	DPW	O
Revere	MTA	Teacher	S
Rockland	HLPE	Traffic	O
School Union 38	MTA	Teacher	S
Scituate	SEIU	Clerical	O
Seekonk	AFSCME	Clerical	S
Seekonk	MTA	Professional	S
Sharon	MTA	Teacher	S
Sharon	SEIU	Clerical	O
Sheffield	AFSCME	Health	O
Shrewsbury	MTA	Nurse	O
Shrewsbury	NAGE	Foremen	S
Somerset	AFSCME	DPW	S
Somerville	IBFO	Maintenance	S
Somerville	IND	Supervisor	O
Somerville	Ind	Clerical	O
Southern Berkshire	MTA	Nurse	S
Southern Worcester	SEIU	Clerical	S
Southern Worcester County	MTA	Teacher	S
Spencer	AFSCME	Clerical	S
Spencer	SEIU	Sewer	O
Stoneham	MTA	Aides	S
Stoneham	MTA	Teachers	O
Stoughton	HLPE	Library	S
Sudbury	MTA	Teacher	S
Swansea	AFSCME	Cafeteria	S
Swansea	AFSCME	Clerical	S
Swansea	MTA	Secretary	S
Tisbury	AFSCME	Clerical	S
Tri County	MTA	Professional	S
Trial Court of Mass.	SCOA	Court	S
Truro	AFSCME	Custodian	O
Unitarian Universalist	SEIU	Clerical	S
Upper Cape Cod	MTA	Teacher	O
W. Bridgewater	AFSCME	DPW	S
W. Springfield	AFSCME	Foremen	S
W. Springfield	AFSCME	Laborer	S
Wakefield	AFSCME	Laborer	S
Wakefield	AFSCME	Clerical	S
Walpole	AFSCME	Clerical	O
Walpole	MTA	Teacher	O
Waltham	MTA	Aide	O
Watertown	AFSCME	DPW	S

** DS--DISPOSITION, S--SETTLED, F--FACTFINDING, O--OPEN **

1988 INTEREST MEDIATION CASE LIST

EMPLOYER	UNION	BARGAINING UNIT	DS**
Watertown	Ind.	Clerical	O
Watertown	MTA	Teachers	O
Wellesley	MTA	Clerical	O
West Springfield	MSLA	Library	O
Westford	AFSCME	Custodian	S
Westford	MTA	Teachers	O
Weymouth	MTA	Faculty	O
Whitman	AFSCME	DPW	S
Whitman	AFSCME	Aide	O
Whittier	MTA	Clerical	O
Winchester	MTA	Teacher	O
Winthrop	MTA	Teacher	O
Woburn	Nage	DPW	S
Worcester	IBCO	Correction	S
Worcester	MNA	RN	S
Worcester	MTA	Teacher	S
Worcester	MTA	Aide	S
Worcester	S.E.I.U.	Trade	O

** DS--DISPOSITION, S--SETTLED, F--FACTFINDING, O--OPEN **

1988 ARBITRATION CASE LIST

EMPLOYER	UNION	PUBLIC OR PRIVATE	DS**
Agawam	Teamsters	Public	S
Agawam	Teamsters	Public	O
Agawam	Teamsters	Public	O
American Flexible Conduit	Teamsters	Private	S
Andover	Ind	Public	S
Arlington Coal & Lumber	Teamsters	Private	D
Attleboro	IND	Public	S
Auburn	SEIU	Public	S
BTL Specialty	OCAW	Private	S
BTL Specialty	OCAW	Private	S
BTL Specialty	OCAW	Private	O
Barney & Carey Co.	Teamsters	Private	S
Bellingham	AFSCME	Public	S
Bellingham	AFSCME	Public	O
Billerica	IBPO	Public	O
Billerica	IBPO	Public	O
Boston Water & Sewer	AFSCME	Public	O
Boxford	MTA	Public	S
Bridgewater	IAFF	Public	O
Browning Ferris Industries	Teamsters	Private	S
Cambridge Lee Industries	Teamsters	Private	S
Canteen Co.	Teamsters	Private	S
Charles Lee Disposal, Inc.	Teamsters	Private	D
CHarles Lee Disposal, Inc.	Teamsters	Private	S
Charles Lee Disposal, Inc.	Teamsters	Private	O
Charles Lee Disposal, Inc.	Teamsters	Private	O
Charles Lee Disposal, Inc.	Teamsters	Private	O
Charles Lee Disposal, Inc.	Teamsters	Public	O
Clinton	MCOP	Public	S
Coca Cola Bottling of Cape Cod	Teamsters	Private	O
Columbia Mfg.	IAM	Private	D
Costa Fruit	Teamsters	Private	S
Costa Fruit	Teamsters	Private	S
Dracut	IBPO	Public	O
E. A. Wilson Co.	Teamsters	Private	O
East Longmeadow	AFSCME	Public	O
East Longmeadow	AFSCME	Public	O
Edward S. Quirk Tire	Teamsters	Private	S
Essex	AFSCME	Public	O
Everett	MTA	Public	S
Everett	MTA	Public	O
Fall River	AFSCME	Public	S
Fall River	AFSCME	Public	O
Fall River	AFSCME	Public	O
Fall River	AFSCME	Public	O
Fall River	AFSCME	Public	D
Fall River	AFSCME	Public	O
Fall River	IND	Public	S

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1988 ARBITRATION CASE LIST

EMPLOYER	UNION	PUBLIC OR PRIVATE	DS**
Fall River	IND	Public	S
Fall River	IND	Public	O
Fall River	IND	Public	O
Forest Hills	OCAW	Private	S
Freetown	Ind	Public	S
Friend Lumber Co	Teamsters	Private	D
GSX	Teamsters	Private	D
GSX	Teamsters	Private	S
GSX	Teamsters	Private	S
GSX	Teamsters	Private	S
GSX	Teamsters	Private	S
GSX	Teamsters	Private	D
GSX	Teamsters	Private	D
GSX	Teamsters	Private	D
GSX	Teamsters	Private	D
GSX	Teamsters	Private	S
GSX	Teamsters	Private	D
Gemini Corp.	ILGWU	Private	O
Green & Freedman Baking Co.	BCTWU	Private	S
Haverhill	IAFF	Public	O
Haverhill	SEIU	Public	D
Haverhill	SEIU	Public	S
Haverhill	Teamsters	Public	S
Hertz Corp	Teamsters	Private	D
Hudson	MTA	Public	S
J.G. MacLellan Concrete Co., I	Teamsters	Private	O
Keebler Co	Teamsters	Private	D
Laidlaw Waste Systems	Teamsters	Private	O
Laidlaw Waste Systems	Teamsters	Private	O
Laidlaw Waste Systems	Teamsters	Private	O
Laidlaw Waste Systems	Teamsters	Private	O
Laidlaw Waste Systems	Teamsters	Private	O
Lawrence Ready Concrete	Teamsters	Private	S
Leicester	MTA	Public	S
Liquid Carbonic Corp	Teamsters	Private	S
Liquid Carbonic Corp	Teamsters	Private	S
Liquid Carbonic Corp.	Teamsters	Private	O
Liquid Carbonic Corp.	Teamsters	Private	O
Liquid Carbonic Corp.	Teamsters	Private	O
Local 285, SEIU	SEIU	Private	S
Local 285, SEIU	SEIU	Private	S
Logan Airport Hilton Hotel	Teamsters	Public	O
Longmeadow (S)	AFSCME	Public	S
Lowell	SEIU	Public	S
Lynnfield	AFSCME	Public	S
Malden	MCOP	Public	O
Malden	MCOP	Public	O
Malden	MCOP	Public	O

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1988 ARBITRATION CASE LIST

EMPLOYER	UNION	PUBLIC OR PRIVATE	DS**
Merrimack Valley Area Trans.	Teamsters	Private	S
Merrimack Valley Area Trans	Teamsters	Private	S
Merrimack Valley Area Transp	Teamsters	Private	S
Merrimack Valley Area Trans	Teamsters	Private	S
Monson	IBPO	Public	S
Morane Labor Leasing	Teamsters	Private	D
Morane Labor Leasing	Teamsters	Private	S
Morane Labor Leasing	Teamsters	Private	S
Morane Labor Leasing	Teamsters	Private	S
Morane Labor Leasing	Teamsters	Private	O
New Bedford	AFSCME	Public	D
New Bedford	AFSCME	Public	S
New Bedford	AFSCME	Public	O
Norfolk	MTA	Public	O
Northampton Nursing Home	Teamsters	Private	S
Northeast Met. Reg. Voc.	MTA	Private	S
Norton	AFSCME	Public	O
Norwell	IBPO	Public	O
Norwood	IAFF	Public	O
Pembroke	AFSCME	Public	O
Pembroke	AFSCME	Public	O
Pembroke	AFSCME	Public	O
Pembroke	IBPO	Public	O
Pembroke	IBPO	Public	O
Pembroke	IBPO	Public	O
Pembroke	IBPO	Public	O
Pittsfield	AFSCME	Public	O
Pittsfield	MNA	Public	O
Plainville	MCOP	Public	S
Plainville	MCOP	Public	O
Plymouth	IBCO	Public	S
Plymouth	IBCO	Public	O
Plymouth	IBCO	Public	O
Plymouth	IBCO	Public	O
Plymouth	IBCO	Public	O
Plymouth	IBCO	Public	O
Plymouth	IBCO	Public	O
Plymouth	IBCO	Public	O
Plymouth	IBCO	Public	O
Plymouth	IBCO	Public	O
Plymouth	IBCO	Public	O
Plymouth County	IBCO	Public	D
Plymouth County	IBCO	Public	O
Provincetown	AFSCME	Public	O
Provincetown	AFSCME	Public	O
Punderson Oil Co	Teamsters	Private	D
Quincy	AFSCME	Public	S
Quincy	HLPE	Public	O

** DS--DISPOSITION, S--SETTLED, D--DECISION, O--OPEN **

1988 ARBITRATION CASE LIST

EMPLOYER	UNION	PUBLIC OR PRIVATE	DS**
Raytheon Employees Credit Unio	OPEI	Private	S
Raytheon Employees Credit Unio	OPEI	Private	S
Revere	IAFF	Public	S
Rockland	HLPE	Public	S
Rourke-Eno Paper	Teamsters	Private	S
Sonoco Products	Teamsters	Private	S
Springfield	AFSCME	Public	S
Springfield	AFSCME	Public	S
State Line Potato Chip	Ind	Private	S
Sterling	Teamsters	Public	S
Sterling	Teamsters	Public	S
Sterling	Teamsters	Public	S
Transgas, Inc.	Teamsters	Private	O
Transgas Inc	Teamsters	Private	D
Uxbridge	MCOP	Public	S
Uxbridge	MCOP	Public	S
Uxbridge	MCOP	Public	S
Uxbridge	MCOP	Public	O
Uxbridge	MCOP	Public	O
Waltham	MCOP	Public	O
Waltham	MCOP	Public	O
Waste Management	Teamsters	Private	S
Waste Management	Teamsters	Private	S
Waste Management	Teamsters	Private	O
Watertown	Ind	Public	O
Webster	IBPO	Public	S
Webster	SEIU	Public	O
Westport	IAFF	Public	D
Williams Distributing Corp	Teamsters	Private	S
Woburn	NAGE	Public	O

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